

## **TERMS OF REFERENCE**

### **“DETERMINATION OF KEY APPROACHES FOR ASSESSING THE EFFECTIVENESS OF POLITICAL CIVIL SERVANTS ACTIVITY AND THEIR PERFORMANCE-BASED PAYMENT”**

**Position:** International Expert

**Type of contract:** IC

**Duty Station:** Home-based with two trips to Astana

**Duration:** April-July 2017

#### **1. Project Description:**

The Regional Hub of Civil Service in Astana (ACSH), an initiative of the Government of Kazakhstan and the United Nations Development Programme, was established in March 2013, when representatives of 25 countries and 5 international organisations, unanimously adopted the ACSH's Founding Declaration. The ACSH is a multilateral institutional platform for the continuous exchange of knowledge and experience in the field of civil service development, aiming at stimulating civil service transformations in the region through fostering partnerships, capacity building and peer-to-peer learning development activities and by disseminating innovative approaches to civil service reform, through evidence-based solutions, informed by a comprehensive research and policy agenda. It has received financial and institutional support from the Government of Kazakhstan, and the backing of the UNDP as key implementing partners. The geographical range of participants – currently encompassing 36 countries - stretches from the Americas and Europe, through the CIS, Central Asia and the Caucasus to ASEAN countries, demonstrating that partnerships for civil service excellence are a constant and universal need for all nations.

The major objective of the Hub's Research Team is to initiate and carry out research on topics relevant to development, enhancement and reform of the civil service structures of the participating countries; as well as to produce and disseminate quality knowledge products on success stories of the efforts to modernise public service in the countries of the region and beyond.

#### **2. General information**

Over the past few years, Kazakhstan has undertaken substantial civil service reforms. Further professionalization of the state apparatus is being implemented in accordance with the Plan of the Nation - 100 concrete steps for successful achievement of strategic objectives to join the top 30 most developed countries in the world and high social standards, realized in OECD member states.

The major novelties provided by the updated Law "On State Service of the Republic of Kazakhstan" (here in after - the Law), will facilitate the formation of own, Kazakhstan`s model of civil service - oriented to citizens of Kazakhstan – as end users of public services. With the strengthening of meritocracy principles and a competency-based approach in the civil service, the work of civil servants will be paid differentially depending on the nature, scope, and results of the work performed by them. (Article 53 of the Law). For this purpose, the system of assessment and bonus payments is being legally implemented.

In accordance with elaborated approaches, the assessment of political civil servants is carried out on the basis of annual performance reports with the indication of the work outcomes at a concrete position, submitted by political civil servants no later than the tenth of March of the year, that follows the evaluated year.

The results of civil servants assessment serve as a basis for taking decisions on bonus payments, promotion, training, job rotations, and demotion in the state service or dismissal.

At the same time, after a public hearing of the Report on Realization of the Plan of the Nation - 100 concrete steps of the National Commission on Modernization, on the 24<sup>th</sup> of November, 2016 the Head of State requested to improve assessment methodology of civil servants performance with the purpose of introducing a new performance-based payment system.

### **3. Objective**

Determination of key approaches for assessing the effectiveness of political civil servants activity and a performance - based payment system, taking into account international best practices.

### **4. Scope of services:**

- To study international best practices in the assessment of political civil servants performance and a performance - based payment through conduction of a comparative analysis of their applicability to the Kazakhstan`s civil service;
- To elaborate approaches assessing the effectiveness of political civil servants activities and a performance - based payment system;
- To form project (draft) methodologies for effective assessment of political civil servants performances;
- Expert evaluation and analysis of elaborated approaches used for performance assessment of administrative civil servants of corps "A" and "B" with the entry of follow-up suggestions.
- Participation in discussions with assessment of the effectiveness of political civil servants' activity and their performance based payment working group of the Agency of the Republic of Kazakhstan for Public Service and Anti-corruption during expert's visits to Astana.

## 5. Expected results

The International Expert is expected to submit an interim and a final report.

**The interim report** shall contain the following:

- An analytical overview and a comparative analysis of leading foreign experience and the Kazakhstan`s practice of political civil servants performance assessment;
- Proposals for conduction of political civil servants performance assessment in conjunction with the performance-based payment system.

**The final report shall include:**

- The project methodology for assessment of political civil servants performance efficiency;
- Recommendations regarding the remuneration of political civil servants based on their performance assessment;
- Suggestions for further improvement of the institute of civil servants performance-based assessment;

Proposals based upon expert evaluation results and analysis of elaborated approaches for conducting a performance-based assessment of administrative civil servants of corps “A” and “B”.

## 6. Expected results and deliverables:

Phase №	Results	Target Due Dates	Review and approvals
1	Interim report	No later than <b>30 calendar days</b> from the date the contract was signed	Project Manager
2	Revision of the Interim report taking into account Project Manager’s remarks	No later <b>than 5 calendar days</b> from the date the customer provided remarks, which will take up to 10 days after preparation of the interim report	
3	Final report	No later than <b>20 calendar days</b> from the date of the 2nd phase completion	
4	Revision of the	No later than	

	Final report taking into account the customer's remarks	<b>10 calendar days</b> from the date the customer provided remarks	
5	Presentation of the work outcomes. <i>Place and time to be determined by the customer</i>	No later than 55 calendar days from the date of 4 <sup>th</sup> phase completion.	

## 7. Institutional Arrangement

Under the overall guidance of the Chairman of the Steering Committee of the Hub and the day-to-day supervision of the Project Manager of the Hub, the International Expert is responsible for the quality of the outputs specified above, their timely delivery at the international conference and for their appropriate formulation for publication in the International Journal of Civil Service Reform & Practice.

- Reports to the Project Manager of the Hub;
- Ensures timely and quality execution of the Terms of Reference;
- Ensures unconditional carrying out of requirements of the Contract;
- Project Manager of the Hub will provide remarks for interim and final reports.

## 8. Duration of work

Four months, from April till July 2017

## 9. Duty station

Home-based with trips to Astana. The consultant will work primarily from home with periodic visits to Astana, as required. This position implies two visits to Astana, up to three days each: intermediate visit (after the result #2 of the table above) and final visit with presentation of the work outcomes.

## 10. Requirements for Experience and Qualifications

- At least Master degree in human resources management or a related field;
- Experience in successful implementation of projects close to the theme, scale and target audiences in other countries, preferably in Western Europe, the United States, Central Asia and Russia;
- At least 6 years of relevant experience in providing consulting services in the field of human resources management, including the personnel assessment and a performance-based payment;

- Strong analytical and research skills, excellent policy recommendations and analytical reports writing skills;
- Fluency in English; knowledge of Russian language is an asset.

## **11. Scope of price proposal**

The financial proposal shall specify a total lump sum amount, and payment terms around specific and measurable (qualitative and quantitative) deliverables (i.e. whether payments fall in installments or upon completion of the entire contract). Payments are based upon output, i.e. upon delivery of the services specified in the TOR. In order to assist the requesting unit in the comparison of financial proposals, the financial proposal will include a breakdown of this lump sum amount (including travel, per diems, and number of anticipated working days).

### **Travel:**

All envisaged travel costs including 2 trips (3 days) to Astana per diem must be included in financial proposal (UNDP rate per diem for March, 2017 in Astana \$177). In general, UNDP should not accept travel costs exceeding those of an economy class ticket. Should the IC wish to travel on a higher class he/she should do so using their own resources.

In the case of unforeseeable travel, payment of travel costs including tickets, lodging and terminal expenses should be agreed upon, between the respective business unit and Individual Consultant, prior to travel and will be reimbursed.

## **12. Recommended Presentation of Offer**

Interested individual consultants must submit the following documents/information to demonstrate their qualifications:

1. Detailed personal CV or UNDP P11 form;
2. Confirmation of interest and availability form with financial proposal;
3. Any other referred information would be accepted.

## **13. Criteria for selection of the best offer**

Initially, individual consultants will **be short-listed** based on the following minimum qualification criteria:

- At least Master degree in human resources management or a related field;
- Availability of knowledge and at least 6 years of relevant experience in providing consulting services in the field of human resources management, including the personnel assessment and a performance-based payment.

Individual consultants will be evaluated based on the cumulative analysis methodology, where the qualifications and methodology will be weighted a max. of 70%, and combined with the price offer which will be weighted a max of 30%;

<b>TECHNICAL EVALUATION SCORING SHEET</b>			
<b>CRITERIA / SUB-CRITERIA</b>		<b>Weighted Factor</b>	<b>Scoring Points</b>
<b>1</b>	<b><i>EXPERIENCE OF BIDDER RELATED TO SERVICES</i></b>	<b>%</b>	<b><i>Max. Obtainable points</i></b>
	At least 6 years of relevant experience in providing consulting services in the field of human resources management, including the personnel assessment and a performance-based payment;	<b>30</b>	<b>150</b>
	Experience in successful implementation of projects close to the theme, scale and target audiences in other countries, preferably in Western Europe, the United States, Central Asia, Russia	<b>20</b>	<b>100</b>
	Subtotal	<b>50</b>	<b>250</b>
<b>2</b>	<b><i>Competencies</i></b>		<b><i>Max. obtainable points</i></b>
	Master degree in human resources management or a related field;	<b>25</b>	<b>125</b>
	Strong analytical and research skills, excellent policy recommendations and analytical reports writing skills	<b>10</b>	<b>50</b>
	Fluency in English; knowledge of Russian language is an asset.	<b>15</b>	<b>75</b>
	Subtotal	<b>50</b>	<b>250</b>
	<b>TOTAL POINTS</b>	<b>100%</b>	<b>500</b>

### ***Annexes to the TOR\_Documentation for the International Expert***

The relevant background documentation will be provided to the International Expert by the customer at the beginning of his/her work.

The documentation will include:

- The Law of the Republic of Kazakhstan "On State Service of the Republic of Kazakhstan";
- The Decree of the President of the Republic of Kazakhstan, dated December 29, 2015, № 152 "On some issues of the civil service";
- Upon agreement between the parties, other documentation might be provided.